

Meeting:	Employees' Consultative Forum
Date:	19 April 2005
Subject:	Individual Performance Appraisal and Development Process
Responsible Officer:	Sue Styles, Director of HR /OE
Contact Officer:	Maggie Rees, Group Manager, Organisational Development
Portfolio Holder:	Marie Louise Nolan Portfolio Holder for Human Resources & Communications
Key Decision:	No
Status:	Part I

Section 1: Summary

This report outlines details about the project currently underway to develop and implement a corporate performance appraisal and development scheme for individuals.

1.1 Decision Required

That the Employees' Consultative Forum note progress against actions in relation to the Individual Performance Appraisal and Development (IPAD) process

1.2 Reason for report

To inform the consultative forum on the progress against actions in relation to the Individual Performance Appraisal and Development (IPAD) process

1.3 Benefits

The IPAD process will enable staff to implement corporate and directorate service plans and actions through effective objective setting, support and development

This will support the Council in achieving it's corporate objectives of being a more business like organization and a genuine learning organization.

1.4 Cost of Proposals

The development of a corporate scheme will require £24,000 for phase one of the project which includes consultancy, training, printing and publication costs. The current revenue budget has £5,500 allocated for initial development work and a bid for one-off funding has been made for the remaining implementation costs.

1.5 Risks

Lack of resources – financial and people could delay implementation.

1.6 Implications if recommendations rejected

Not applicable

Section 2: Report

2.1 Cabinet on 16 March 2004 approved the “Strategy for People” which forms the framework for managing and developing employees in delivering the Council’s corporate vision and priorities.

2.2 Through the development of the **High Performing Harrow** framework of performance management, it has been identified that Harrow’s success is

dependent upon strategic alignment of tasks to corporate priorities. The performance management framework has now been implemented at strategic and departmental level.

- 2.3 The final stage of the performance management framework, is that of 'Performance Appraisal', where the focus will be firmly placed upon providing managers and staff with a process which adds value to the organisation as a whole, recognises and records achievement and encourages each individual to contribute towards business excellence and personal growth.
- 2.4 Research has been carried out with reference to best practice, other organisations and consultation with key managers from each Directorate.
- 2.5 Generally, the consensus is towards developing a process that has clear identifiable principles, which apply throughout the organisation, but will be flexible enough to suit the needs of different groups of staff. The process is not being introduced for school based staff.
- 2.6 A number of prerequisites have been identified to ensure successful implementation. These are:
 - Commitment from senior managers to be cascaded to all staff
 - A focused communications plan
 - Provision of appropriate resources and training
 - A phased approach to implementation – with added flexibility for large teams.

The Project Proposal

- 2.7 To develop and implement Individual Performance Appraisal and Development on a phased basis, covering the following key aspects:
 - *Implementation of Objective Setting Phase - end April 2005*
 - *Implementation of Interim Review Phase - mid October 2005*
 - *Implementation of Year Review Phase – end March 2006*
- 2.8 At each of these stages the use of personal development plans will be incorporated to ensure that staff receive appropriate support to achieve objectives and improve performance
- 2.9 For individuals the appraisal will provide:
 - A full review of their performance
 - Planned and agreed development
 - Increased motivation

2.10 The first year of implementation April 2005 – March 2006 will be treated as a pilot year. A full evaluation of the scheme will be carried out following the rollout of each phase and be incorporated into the scheme for the year April 2006 – March 2007.

2.11 The project is currently on schedule with briefing sessions for managers being held from April 18 – May 6. The IPAD guidance and forms will be published by the end of April 2005.

2.12 Consultation

UNISON have been consulted regarding this project and will be involved throughout the project. Further consultation has commenced with the Black Workers Group and Disabled Employees Group.

2.13 Finance Implications

The financial implications are set out in the report.

2.14 Legal Implications

Once agreed through the formal negotiating machinery, IPAD will become part of Harrow's terms & conditions.

2.15 Equalities Impact

The consultation arrangements will minimize any potential adverse impact from the project on minority groups.

The implementation and application of the scheme will be monitored for any adverse impact.

Section 3: Supporting Information/Background Documents

3.1 n/a